

# Introduction

The Washington State Department of Corrections is responsible for the incarceration of all felony and gross misdemeanor offenders sentenced in Washington State Superior Courts.

Central to meeting the Department's legally mandated responsibility is the management and maintenance of 15 state institutions. These institutions, combined with 15 work releases, serve as the primary resource for incarcerating and rehabilitating offenders.

## **The 2007-2013 Department of Corrections Strategic Plan**

The Department's Strategic Plan establishes the overall agency direction for the next six years.

## **Department of Corrections Mission Statement**

"The Department of Corrections, in collaboration with its criminal justice partners, will contribute to staff and community safety and hold offenders accountable through administration of criminal sanctions and effective re-entry programs."

## **Department of Corrections Vision Statement**

"We create environments in which all offenders learn to make choices that contribute to a safer society."

## **Major Department of Corrections Goals**

- Increase recruitment and retention of diverse, qualified, competent, and valued staff.
- Maintain safe work environments for staff.
- Develop improved business practices and tools that are responsive, effective, and efficient.
- Maintain offender safety during incarceration and supervision.
- Increase successful re-entry of offenders to communities.

## **Relevant Strategic Linkages**

The 2007–2017 Ten-Year Capital Plan supports the Department's Mission, its Vision and Goals as identified in the Department of Corrections 2007–2013 Strategic Plan.

## **2007–2017 Ten-Year Capital Plan**

Over the next ten years, the Department's major challenges are to preserve and maintain aging facilities, meet the capacity demands for future offender population, meet medical mandates and regulatory requirements, and provide offender program space requirements to assist in the successful re-entry of offenders.

## **Preservation of Assets**

Preservation of assets is vital for the continued use and operation of our facilities. Preserving

the physical plant at DOC facilities is a challenge due to the deferred maintenance backlog.

### **Current Facility Conditions**

The Department's facilities range in age from the almost 120-year old Washington State Penitentiary to buildings currently under construction.

### **The Ten-Year Plan focuses on these issues:**

- Failing and deteriorating underground utility systems, which can be unsafe for staff and offenders to maintain, and cause significant energy and water losses.
- Failing roofs and those roofs with significant leaks resulting in structural damage to buildings.
- Replacing obsolete security and fire alarm systems.
- Replacing old and deteriorating interior plumbing, mechanical, and electrical systems.
- Replacing obsolete and deteriorating telecommunications systems that do not meet the current demands for information systems.
- Maintaining compliance with environmental regulations for air handling, water, wastewater, and stormwater management systems.
- Remediation of hazardous materials in older facilities, and repairing unanticipated system failures.

### **Challenges for the Future – Offender Population Growth**

The offender population continues to increase. The Washington State Caseload Forecast Council forecasts that the state prison population will increase by 26 percent from 2006 to 2017 based on the June 2006 forecast excluding the violator population.

### **Meeting Increasing Capacity Demands**

The Department's currently funded projects will still result in a shortfall of more than 4,000 beds by the end of Fiscal Year 2017. Until the Department develops greater operational capacity, it is necessary to use emergency measures, such as renting beds from other states. Renting beds is not a sustainable practice and is not a viable long-term solution. The prison rental bed market experiences daily fluctuation and national and regional issues drive cost and supply.

To meet capacity demands by June 2017, the Department proposes to develop these capacity projects:

- Washington State Penitentiary: Complete South Close Security Complex (594 beds)
- Coyote Ridge Corrections Center: Expansion (256 beds)
- Mission Creek Corrections Center for Women: 100 Bed Expansion
- Washington Corrections Center for Women: Add 100 Beds
- Washington State Penitentiary: Add 300 Minimum Beds
- McNeil Island Corrections Center: 300 Minimum Bed Expansion
- Washington State Corrections Center: Expand Reception Center (198 beds)
- Olympic Corrections Center: Add 140 Minimum Security Beds

## **Programmatic Needs**

### **Work Release Needs**

The major change for the Department's 10-Year Plan is the addition of 600 new work release beds – 120 each biennium. This change is in support of the Department's 2007–2013 Strategic Plans' major goal to "Increase successful re-entry of offenders to communities" by providing work release and programming space to enable offenders to successfully transition back into their communities.

### **Tools for a Successful Re-Entry**

**The Department requests the following three projects** to support the 2007-2013 Strategic Plan's goal of increasing successful re-entry of offenders to communities.

- **Stafford Creek Corrections Center:** Special Needs Program Building
- **Airway Heights Corrections Center:** Sex Offender Treatment Program Building
- **Stafford Creek Corrections Center:** Correctional Industries – Expand Powder Coating Program

### **Issues Driving the Request**

The Department is focusing on how to provide offenders with the tools to assist with a successful re-entry into the community. The Department staff members are analyzing current and new programs to provide tools and job skills for offenders to be successful when they re-enter their communities. Reducing recidivism is a pro-active strategy to reduce the needs for more beds in Washington prisons. The Department estimates that investing in the Reentry Initiative, (*outlined in the 2007-2009 Policy Level Budget Request, PD-Offender Reentry Initiative*), will reduce population to a level that the siting of a prison will not be necessary. Program spaces requested for this biennium are the following:

### **Re-entry Program Needs**

The Department is requesting funds to enhance and develop offender programming to increase the success of an offender re-entering the community. This program involves increasing and enhancing current programming and delivering the programming to the offender at points of an offender's incarceration that has proven to be the most effective. These programs, determined to be most effective closer to the end of an offender's sentence, will be placed at re-entry facilities. Once an offender is released from confinement, the Department will put into place a continuum of care to allow on-going accessibility to programming delivered while in confinement.

As part of this goal, the Department requires increased programming space for Educational Services and Therapeutic Communities. Education managers will partner with Correctional Industries to increase the number of offenders enrolled in vocational training courses. Currently, offenders enrolled in vocational education receive training in a lab environment. Establishing a partnership with Correctional Industries allows the offender to apply the skills learned in a lab setting to a production setting. To allow for this expansion, Correctional

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Industries will require expansion and new construction at facilities dedicated as re-entry points to accommodate the additional programming.

Therapeutic Communities require isolation from the general population to be effective. The program offers a “right living” approach to rehabilitation of the offender. To facilitate this objective requires incorporation of the Special Needs Unit and isolation of the Therapeutic Community in programming space specifically dedicated to this purpose.

Currently, one-half of a housing unit is dedicated to a Therapeutic Community at Stafford Creek Corrections Center. The Department is requesting funds to convert the other one-half of the unit into a Special Needs Unit and add programming space. The two units will work in coordination to assist the Special Needs Unit offenders and the Therapeutic Community offenders in their daily routines.

### **Tools to Meet Health Care Needs**

#### **The Department requests four major projects to meet current and future needs.**

The Department of Corrections Statewide Master Plan and the *2002 Healthcare Facility Master Plan* recognize the Departments growing capacity need and the limitation of existing facilities for the growing needs of an aging offender population.

- **Washington State Penitentiary, South Expansion Project:** Construct a new health care facility to replace the existing facility. This program will also support the infirmary needs for the currently funded expansion at Coyote Ridge Corrections Center (1,792 medium beds). Pre-design is complete and design currently underway.
- **Washington Corrections Center:** Construct a new health care facility to replace the existing facility.
- **Washington Corrections Center for Women:** Construct a new health care facility to replace the existing facility.
- **Monroe Correctional Complex:** Construct a new health care facility with 143 capacity beds for sheltered care, assisted living and environmental support needs.

### **Issues Driving the Request**

The Department of Corrections is required to meet the growing need for offender healthcare. In 2000, the Department began working with a team of consultants to develop the *2002 Health Care Facility Master Plan*. The *2002 Health Care Facility Master Plan* addresses demand projections through 2011. It focuses on the care provided and the physical plant resources at the Department’s 15 prisons.

### **Health Care Needs**

The recommendations outlined in the *2002 Health Care Facility Master Plan* address the Departments ability to meet the level of care necessary to comply with legally mandated care requirements and to comply with the American Correctional Association (ACA) and National Commission on Correctional Health Care (NCCHC) standards.

The Master Plan recommends that 246,246-sq. ft. of new or remodeled space be in service by

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2011 in order to meet the projected need. This space is divided between the men's and the women's facilities, with 211,689-sq. ft. of space allocated to men's facilities and 18,315-sq. ft. allocated to the women's facilities.

The Department is currently requesting funds for four new health care facilities. In order of priority, the new health care facilities will be located at (1) The Washington State Penitentiary (WSP), in Walla Walla, (2) the Washington Corrections Center for Women (WCCW), in Gig Harbor, (3) the Washington Corrections Center (WCC), in Shelton, and (4) the Monroe Correctional Complex (MCC), in Monroe.

The Master Plan recommended building 18,315-sq. ft. of new space for female offenders by 2011. The Master Plan indicated that this space should include an outpatient clinic, 4 special needs beds (capacity beds), 10 infirmary beds and 5 close observation beds for mental health.

In 2002, the projected female population for 2011 was 1,119 offenders. Currently, the female population is 1,288 – already over projections. The current projected female population for 2011 is 1,552 and for the year 2017, the projection is 1,669 – an increase of over 49 percent from the population projected in the *2002 Healthcare Facility Master Plan*. In response, the number of beds requested has increased by about 26 percent in order to accommodate the escalating population.

Based on this need, the Department is requesting funding for 23,385-sq. ft. of new construction at WCCW. The additional square footage will accommodate and support five additional step-down close observation beds that can be utilized as infirmary beds. This approach to the design is intended to optimize the flexibility of the bed space.

The WCCW is the reception center and major correctional facility for women in the state. It is the only women's facility with an infirmary. The Mission Creek Corrections Center for Women (MCCCW) and Pine Lodge Corrections Center for Women (PLCCW) have small clinics that serve the day-to-day health service needs for female offenders. If the female offenders require additional or ongoing health services, they are treated at WCCW.

The existing Health Care facility at WCCW is part of the original facility, and was constructed in the early 1970's. When the current facility opened, it had an operational capacity of 142 offenders. Over the years, the Department made alterations to accommodate the growing need for special medical and mental healthcare services such as close observation rooms. However, some of these alterations diminished the size of other spaces such as infirmary, exam, and treatment rooms.

The current space for medical and dental services is inadequate. The length of time female offenders currently wait for non-emergency medical and dental services fails to meet a level of care required for the Department to meet its legally mandated care or compliance with ACA and NCCHC standards. This problem exists because there are not enough exam or treatment rooms available to accommodate the number of scheduled offender appointments. However, an even greater concern is the lack of infirmary beds. At this time, there are occasions when additional infirmary beds are added to the corridor to handle the overflow.

The Master Plan recommends that 227,931-sq. ft. of new and remodeled space be in-service for the male population by 2011. The Master Plan indicated that this space should include outpatient clinic space, 258 special needs beds (capacity beds), 67 infirmary beds and 37 close-observation beds for mental health. The Department is requesting funding for 197,289-sq. ft. of new construction at WSP, WCC, and MCC. The currently funded health care project at the Coyote Ridge Corrections Center (CRCC) has a 14,400-sq. ft. for a total of 211,689-sq. ft. of new health care space for men's facilities. A total of 164 special needs beds (capacity beds), 82 infirmary beds and 34 close observation beds are included in the requested WSP, WCC, and MCC projects and the current CRCC project.

In 2002, the projected male population for 2011 was 15,837 offenders. The current projected male population for 2017 is 20,419, an increase of over 29 percent from the population projected in the *2002 Healthcare Facility Master Plan*. The additional number of infirmary beds requested has increased by about 22 percent to accommodate this higher population. However, the total number of beds for all projects at men's facilities is still less than recommended by the Master Plan.

The infirmary and outpatient clinic at WSP was built around the 1930's and has many deficiencies. These deficiencies include but are not limited to the lack of adequate treatment space, security issues, undersized or non-existent support space, aging and compromised utility systems and minimal administration facilities. A new health care facility at WSP will replace the existing facility. This program will also support the infirmary needs for the currently funded expansion at Coyote Ridge Corrections Center (1,792 medium and hybrid beds).

The WCC is the reception center for male offenders. The existing health care facility was constructed in the mid 1960's as part of the original facility. Over the years, the Department has altered the facility to accommodate the growing need for special medical and mental healthcare services such as Close Observation Unit (COU) beds. However, the need for COU beds continues to increase. The number of offenders requiring close observation as they enter the system is increasing due to the use of methamphetamine. The existing five COU beds are full on a regular basis. When the existing beds are full, finding space to use as a COU bed, or moving offenders to another facility that has space available, is a problem that seriously affects medical and security operations.

The MCC is located near most of the major specialty health care providers in the state. Consequently, the health care facility at MCC serves the male population statewide with special health care needs. Therefore, MCC has an increasing need for special needs beds (capacity beds) as well as a diagnostic and treatment center to provide services for an aging population.

There are limited special needs beds at any of the Department's facilities to handle the medical requirements of special needs offenders especially given the number of offenders needing such care and at the necessary level of care. The delivery of medical care is



compromised and less efficient when offenders with special medical needs must be housed in the general population of the institution.

In addition, the current infirmary and outpatient clinic at MCC suffers from many deficiencies including, lack of adequate treatment space, security issues, undersized or non-existent support space, aging and compromised utility systems and minimal administration facilities. Many spaces have also been reassigned to other functions. This has compromised the original intent and as a result, the facility is not as efficient as needed.

As the offender population increases and as the population ages, the need for health care facilities will continue to grow, making it even more difficult to provide the level of care necessary to meet legally mandated care, and achieve compliance with ACA and NCCHC standards. The projects outlined above, as well as the projects listed in a later biennium for medical housing units at Airway Heights Corrections Center (AHCC) and Ahtanum View Correctional Complex (AVCC), will slightly exceed the recommendations made in the *2002 Healthcare Facility Master Plan*. The total number of special needs beds will be 264 verses 258 for a difference of 6 beds. These projects will make it possible for the Department to provide health care services at a level that will better meet legally mandated care and achieve compliance with ACA and NCCHC standards.

### **Tools to Protect Offenders, Staff and Communities**

**The Department requests the following project** to support the 2007-2013 Strategic Plan's goal to "Maintain safe work environments for staff".

- **Monroe Corrections Center:** New Firing Range (indoor) to replace existing outdoor range.

### **Issues Driving the Request**

The existing firing range is now adjacent to the Monroe High School, with plans for a new housing development in the near future. Growth in the area has changed Monroe from a rural to an urban rating within the last two years. Community growth around the firing range has reached the level where an indoor firing range is required to mitigate potential safety risk to the community.

### **Staff Training Needs**

The Department is committed to ensuring staff members receive appropriate training to manage offenders and to ensure public safety. To accomplish this mission, custody and community officers are required to be proficient in weapons use.

### **Conclusion**

The Department of Corrections faces the challenge of managing expansions to accommodate growth, maintaining aging facilities, meeting medical and regulatory requirements and updating the technological infrastructure of facilities. These requirements, maintenance needs and costs have been documented through studies, assessments and other detailed plans conducted preparatory to this submittal. This Ten-Year Capital Plan summarizes the capital

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investment that the state must make in order to maintain a competent and compliant correctional system.